



BEARING FACT SHEET

Executive Training in Place Management

Place Management

Along with Place Branding and Place Development, successful Place Management is fundamental to the process to achieving Place Excellence.



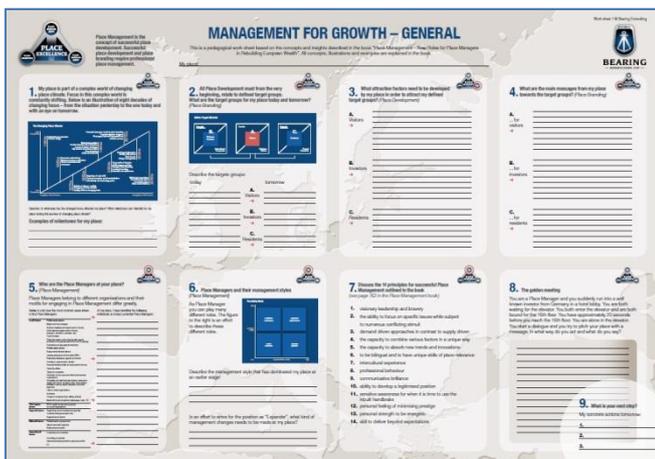
During the last few decades Place Management has developed from a few simple quantifiable elements into the complex art of attraction development. This means that, besides tangible and hard factors that are easy to measure, a number of subtle, soft factors, or intangibles, have gained importance.

The consequences for the place manager are that they need to have competencies in business intelligence, an understanding of new trends and of new disruptive technologies and their implications. Additionally, place managers also have to have a number of personal competencies, such as negotiation skills and good leadership skills in order to create collaborative environments.

Executive training

Bearing Consulting provides executive training sessions for place managers with participants from the public and private sectors. The basic course is run over 24 hours, from lunch to lunch, and includes structured and pedagogical material based on case studies.

The basis for the training is a large, A3-size, work sheet which we develop together with you during the course of the training.



The core principles

We believe there is a core set of principles that relate to all successful place managers. These principles, and how they relate to you and your place, will be covered and discussed during the training course. We will also cover ways in which you can enhance your skillset and develop your teams' skill sets in the best possible way for your place.

How to get it right – The 14 principles

Your approaches to place management

- 1 visionary leadership and bravery
- 2 the ability to focus on specific issues while subject to numerous conflicting stimuli
- 3 demand driven approaches in contrast to supply driven
- 4 the capacity to combine various factors in a unique way
- 5 the capacity to absorb new trends and innovations.

Your personal competences

- 6 to be bilingual and to have unique skills of place relevance
- 7 intercultural experience
- 8 professional behaviour
- 9 communicative brilliance
- 10 ability to develop a legitimised position
- 11 sensitive awareness for when it is time to use the inbuilt handbrake
- 12 personal feeling of minimising prestige
- 13 personal strength to be energetic
- 14 skill to deliver beyond expectations.

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Content of the 24h training course

We start the 24 hour training course by taking you on a journey in time of how place management has developed over the last 60 years. We present examples from industrial reconstruction and post war design in the 1950s, through the massive public programmes of the 1960s and the crises of the 1970s, the job shifts and technological revolution of the 1980s, the deregulations of the 1990s and the growth of clusters and strategic place branding in the recent decade.

By showing you the development through recent history, we help you review and put your own place into perspective. We conclude the journey in time by the relevant trends of the future with you, where we present our own predictions of what is to come in the decades ahead, as well as those of renowned experts.

After the journey in time and the review of the most recent thinking, we team the delegates up to work in small groups that are expected to think through who the target groups are for their places. From here we continue by working through attraction factors for the prioritised target groups. Based on this, we summarize the content that needs to be covered by the place brand.

At around this point, we break for the evening. As the course is run for 24 hours, from lunch to lunch, the setting allows us to gather during, and after, dinner for informal discussions. The course participants are also encouraged to digest the content and the salient points of the first day.

We start the following morning by summarizing what we agreed the previous day, in terms of the target groups, attraction factors and the place brand. At this point we can conclude who

the current “place managers” are in your local place. At this point we often arrive at some unexpected conclusions.

Thereafter, we map the place managers’ style to the characteristic of some international success stories and we deduce how you would be able to achieve similar successes by adapting your management style.

Finally, we discuss the 14 principles of “how to get it right”, and exactly how meaningful and adaptable they are to the reality of your local place or region.

The organisational basis for getting things right is fundamental. More and more places have understood that an organised strategic approach to a target market is necessary. This contrast sharply with the ad hoc planning was so common in the past, where individual attractions were handled with no concern for their context. We will introduce you to well tested planning and execution methodology.

Advanced training

In addition to the basic 24 hour executive training course, we also offer more extensive and advanced courses, adapted to each individual places needs and assets. Contact us to request information for in depth courses of between two and five days in duration, with preparation work and follow up by experienced Bearing consultants.

For further information, we recommend the book **Place Management**, published by Bearing Consulting in October 2011, which describes the concepts presented in this fact sheet in detail, with examples from numerous European municipalities.



Who should participate?

Local actors	<p>Mayors, city managers</p> <p>Business development departments in the city</p> <p>Urban planning departments (transport, education, sanitation, etc), architects</p> <p>Public information units in the city with special emphasis on the the city's homepage</p> <p>Tourist bureaus and attractions, such as museums, amusement parks, land marks, cultural attractions, festivals</p> <p>Media with local connections (newspaper, radio, TV)</p> <p>Current residents as "ambassadors" and resourceful individual citizens</p> <p>Leading enterprises, such as telecom companies, and innovative SMEs</p> <p>Real estate developers, agents and owners</p> <p>Incubators, science parks, clusters</p> <p>Chambers of commerce, other local business organisations</p> <p>Hospitality and retail industries (hotels, restaurants, department stores, shopping malls, retailers, exhibitions centres, airport operators, travel agencies)</p> <p>Front office personnel in service management industry</p> <p>Financial institutions, banks and credit card enterprises</p> <p>Transport companies (taxi, railway, airlines, buses) and car rentals</p> <p>Event organisers such as sport events, cultural events, trade fairs, congresses and other business events, jubilees, award ceremonies</p>
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Third sector actors	Non Government Organisations, single-issue pressure groups, non-profit organisations such as scout jamborees, religious and pilgrimage groups
Regional actors	Regional economic development agencies, tourist boards Local and state government units
National actors	Political heads of government National tourist boards, Inward investment agencies
International actors	Embassies and consulates International enterprises with a place-bound link EU and others
Education System	Universities, business schools, high schools etc.

Contact

If you are interested to know more about Place Excellence, the forces in play and how excellence can be achieved, contact us on connect@bearing-consulting.com or call +46-8-411 8710.



“Vision without action is merely a dream.

Action without vision merely passes the time.

Vision with action can change the world.”

Joel Barker